Durban Marine Theme Park (Pty) Ltd
Trading as
uShaka Marine World

ANNUAL REPORT FOR THE PERIOD 30 JUNE 2011

A. Executive summary including Performance Report

B. Sustainability and Human Resource Report

C. Audit Committee Report with Annual Financial Statements
(Note that the audit committee report is still outstanding)

Durban Marine Theme Park (Pty) Ltd
Trading as
uShaka Marine World
Annual Report

A EXECUTIVE SUMMARY

1 INTRODUCTION AND OVERVIEW

Durban Marine Theme Park (Pty) Ltd, trading as uShaka Marine World, had another successful 2010/11, with total paying guests of 846 765.
This represents an increase of 7% over the previous year and continues the upward trend in footfall that commenced in 2009/10.
The Food and Beverage (F&B) department, which includes functions revenues, grew by 20% over the previous financial year (despite not meeting budget). The merchandising department also posted a strong performance with an increase of 20% greater than the prior financial year. The net result of this, together with cost savings, resulted in a significant improvement in EBITDA, thereby reducing the overall assessed loss by R 4,6 mil.

The upgraded beachfront and promenade will no doubt assist this positive trend, however, further development of the Point precinct, as well as on-going re-investment in the park is also essential as a footfall driver.

uShaka Marine World strives to deliver an unmatched, fun experience to all its visitors, forming an integral part of the overall Durban beachfront offering and in so doing, continues to be a major tourist attraction for both the national and international visitors alike. It consistently ranks as one of the major draw cards for people visiting Durban and for the 5th year running, the park has been ranked "the coolest, fun destination" in KZN by The Sunday Times Generation Next Survey.

uShaka Marine World is operated by a management company, High Footprint Management (Pty) Ltd (HFM), which has a 10 year management contract expiring in 2013. HFM, in conjunction with their international partners, have extensive expertise and experience in theme park management.

uShaka Marine World's vision is:

"To create awareness of conservation, through fun, knowledge and adventure"

Covering 16 hectares, uShaka Marine World is the largest marine theme park in Africa and comprises 4 components or sub-brands:

uShaka Marine World
Annual Report

- **Wet 'n Wild**
  This outstanding waterpark, consisting of water-based slides and rides, is a must for any aquatic enthusiast. Featuring exciting rides, the highest slide in Africa, a 450-metre Duzi Adventure River, as well as souvenir stores and restaurants, Wet 'n Wild is a must for any family wanting a fun day out in the sun.

- **Sea World**
  The jewel in the crown of uShaka Marine World, Sea World boasts not only the largest aquarium in the southern hemisphere, but also a 1200-seater dolphin stadium, a 450-seater seal stadium and the 'Phantom Ship" consisting of restaurants and bars. The "Wreck" aquarium is an underground aquarium featuring 5 themed shipwrecks and approximately 10 000 marine creatures.

- **Village Walk**
  This uniquely themed shopping centre covers 10 000 square meters and has 73 outlets, ranging from fashion to food and beverage, including the unique Moyos on the Pier Restaurant. The Dangerous Creatures exhibit also adds an interesting dimension to this boutique centre showcasing some of the world's scariest and most venomous "creepy crawlies". Occupancy has been fairly consistent above 95%.

- **uShaka Kids World**
  This component underwent a major revamp and focuses on the 2-12 year old market. It comprises 16 components, amongst them a mini-theatre with interactive plays, Africa's largest jungle gym and an area with live parrots.

On the business front, a number of strategic objectives were identified two years ago and continue to be pursued with the twin goals of enhancing both footfall and revenue:

- The existing market will be tapped more extensively, with particular focus on the repeat visitor and the role of the platinum pass.

- The kids market is being further developed with uShaka Kids World forming an integral part of this initiative.

- Merchandising has received focus with new-look shops, as well as new lines of merchandise. As part of this initiative a conservation line will be launched in the new financial year.

- The F&B offering will be revisited with a number of new ideas (and revamps). The popular Cargo Hold flagship restaurant has been re-modeled and a new main entrance off the Promenade will be completed in the new financial year. Other initiatives are underway in the various outlets and Wahooz (with its new top deck overlooking the promenade) should prove to be a key growth area going forward.

- uShaka will also be marketed as a night-time destination and in this regard, the entertainment offering continues to be reviewed. An initiative called the Point Party Precinct will be launched in the coming financial year and aims to attract a "party crowd" into the area, with the likes of Wahooz and Moyos on the Pier being the anchor venues.

- Bigger and longer events are being driven with five anchor events planned on an annual basis. Most notably, the Dolphins by Starlight show in December were a sellout over five nights and promises to get even bigger. Halloween has also grown into the premier offering in Durban and has huge potential.

- New markets have to be explored and these include both the South African regional market, as well as the SADC regional market. A major drive has been launched into the KZN regional market which also forms part of a "black market" initiative to showcase the park to a growing Living Standards Measure (LSM) target segment within the overall market.

2 MARKETING

The marketing objective for uShaka Marine World is about growing the brand and offering guests unmatched value, and unlimited fun, at the Park. The drive, with all marketing communication, is to entice guests down to the Park and ensure there is a high level of repeat visitation, leading to footfall and revenue growth.

The marketing strategy at uShaka continues to evolve, with the major focus around direct marketing communication and call-to-action communication. Customer markets are segmented, and aggressively targeted through media channels matched to each customer segment. This ensures that uShaka identifies each customer segment and uses different media channels and routes to market, designed to "communicate" to customers in their particular channel, and their preferred "language".

Driving value continues to be an important part of the uShaka marketing strategy. With a different in-season and out-of-season marketing strategy, it allows the brand the opportunity to offer "value" periods to customer's out-of-season. Out-of-season value discounts are often targeted at specific customers groups (e.g. students and people in service of state). In-season there is a drive to offer guests a full program of entertainment, and added attractions, while only offering the combo ticket (includes entry to Sea World and Wet N Wild) - encouraging the guests to experience the entire Park.

New market channels remain a focus, with the digital channel proving to be the most successful channel introduced over the last year. This digital strategy of face book, twitter, website, sms, emailers, and database management will remain one of uShaka's key marketing drivers. This

channel can communicate directly with customers, create a two-way communication channel, and can allow an intelligent customer database system to be built.

A number of new markets will be targeted in 2012. In 2011, uShaka started communication at the Regional and SADC markets with particular success in the Regional markets of the KZN North and South coast. This year, more spend has been allocated to this Regional market, with the catchment areas being increased to include Inland (Pietermaritzburg), Soweto and the Free State.

Entertainment at uShaka forms a major part of the guest experience. Mascots, buskers, dancers, DJ's, etc., covering all genres, cultures and tastes will be seen every weekend, and every day in peak season. The introduction last year of the weekend parade was highly successful, and will continue this year. Live bands have driven the new Wahooz on the Promenade deck on weekends, and they are set to continue, with a DJ on Fridays and Saturdays on the deck, creating a vibe on the Promenade. Night-time entertainment and the launch of the Point Party Precinct initiative will drive uShaka's focus on creating a night time venue for the Promenade and the Point by enticing customers to see uShaka as "the" place to be for early evening entertainment with a number of venues offering perfect cocktail locations – in particular Wahooz and Moyos on the Pier.

New attractions bring repeat visitation to uShaka, which is one of the team's key drivers. With a new water slide, new exhibits in the aquarium, a new dolphin show and a new wet area for kids in Kids World coming in December, uShaka are poised to offer guests a substantial new offering – making sure the guests have a high perceived value for their ticket price, and enticing them back with repeat visitation.

3 HUMAN RESOURCES

A Commitment to align the Company to HR Best Practice and becoming a High Performance Company is evident in the financial results. For the first time in uShaka's history, the company is participating in the Best Company to work for survey of Deloitte. This initiative is to ensure best practice in human resources methodologies and in so-doing ensure that the company continues in its quest to cultivate a high performance culture.

The adoption of the Nine HR Pillars was geared at ensuring uShaka is sufficiently resourced with the right people in the right positions. In particular, the training and development plan ties in with the succession plan of the company and is robustly reviewed and reported to the various interest groups. The Leadership programme for executives, senior managers and supervisors has been forging ahead with results coming through in the various operational units. The focus on training has been around leadership

and service. More detail on training and other HR initiatives are covered in the Sustainability & Human Resources report – Section B.

4 SOUTH AFRICAN ASSOCIATION FOR MARINE BIOLOGICAL RESEARCH

The South African Association for Marine Biological Research (SAAMBR) is an incorporated association not for gain (reg. No. 1951/000002/08), set to become a Non Profit Company (NPC) in accordance with the provisions of the new Companies Act of 2008. SAAMBR is an independent contractor appointed to operate the uShaka Sea World component of uShaka Marine World. The company is made up of three operating divisions which manage uShaka Sea World, the NPC Sea World Education Centre and the Oceanographic Research Institute.

The 2010/2011 period ended with a total of 763 743 visitors to Sea World, which is highest annual attendance since the first year of operation! As is the industry norm, we enjoyed very high attendance in Year 1 with the novelty factor being significant, and a substantial drop in Years 2 and 3. We reached the turning point in Year 4 and have grown each year since, closing off Year 7 with growth of 9%. The FIFA World Cup had an unexpected negative impact on attendance, with a noticeable decrease in domestic travel. A protracted teachers' strike and subsequent school recovery programme caused a further drop in school bookings. The Education Centre personnel made a concerted effort to generate footfall, and a late rally took learner attendance to 92 639 for the period, which is 90% of Budget and 96% of the figure last year.

The Education team also presented 83 curriculum-based lessons to 4 212 learners, an improvement of 19% from last year. Senior School courses were also presented to 790 learners, Senior Primary courses to 1 734 learners and Junior Primary courses to 542 learners. A total of 4 651 learners enjoyed sponsored visits to uShaka Sea World through the generous sponsorship of NPC, and the Outreach Programme presented lessons to 73 disadvantaged rural schools for 9 784 learners. A total of 700 tickets were allocated to charity groups, and the 21 organizations to benefit from these include Ethembeni School for Physically handicapped learners, the Open Air school, the Golden Hours School, Browns School.

The Dangerous Creatures exhibit has flourished in the Village Walk. Since opening the new exhibit in December 2009, this highly interactive experience has hosted 99 380 visitors and collected a total of almost R2.1 million.

The uShaka Sea World aquarium enjoyed a successful period. SAAMBR is privileged to hold 11 Bottlenose dolphins, now the only cetaceans in an aquarium on the continent on Africa. A total of 929 educational dolphin shows were presented to visitors during the period, and a further 29 special evening shows. A team of divers spent 5 633 hours under water cleaning

pools and exhibits, while our faithful team of 36 dedicated volunteers generously gave us 6 855 hours of their time to help visitors get the most out of their Sea World experience.

The Oceanographic Research Institute (ORI) continues to provide scientific products to Provincial and National government on the management of its marine resources and helping coastal communities to generate sustainable livelihoods from the sea. Significantly, ORI developed innovative techniques to assess the coastal vulnerability to storm damage and assisted government in its task to implement the new coastal zone Act and its regulations. The year was also productive for capacity building in science as 15 post-graduate students were supervised and supported by ORI.

5 SUSTAINABILITY

Sustainability goes well beyond improving operating efficiencies and developing innovative marketing strategies. We understand that by being seen as a socially responsible organization with integrity and adopting a balanced approach to performance, we are more likely to deliver a premium visitor experience, as well as attract and retain the best employees.

The uShaka Marine World approach to sustainability is based on the following principles:

- management of human resources is also done with long term strategic objectives in mind, incorporating employee wellness;
- ensuring a rigorous approach to risk & compliance management;
- ensuring that the role of marketing the destination has strategic relevance with the objective of growing the footfall over the long term;
- promoting long-term marine conservation through awareness;
- utilisation of natural resources in a responsible manner;
- making a positive socioeconomic contribution to the Point Precinct, the City of Durban and the Province of KwaZulu-Natal;
- Reducing our environmental footprint.

6 CONCLUSION

The 2010/11 financial year turned out to be the strongest on record from an Earnings Before Interest Tax Depreciation & Amortization (EBITDA) perspective. Revenue came in on budget (despite challenging economic conditions), but importantly, cost containment was significant. The net result of this was a lower than prior year assessed loss of R33,4 mil. It must be noted that R38,0 mil of the operating expenses relates to the heavy depreciation charge on this R 750 mil flagship asset.

The positive footfall growth for the 4th year running is most encouraging and with additional components such as Dangerous Creatures and uShaka Kids World added to the overall offering, there is a wide range of alternatives available to guests at different price points. The total footfall for the coming year, if we include these areas, is expected to exceed the 1 million visitor target.

The upgrade of the Durban beachfront and promenade has positively impacted on the park and the Village Walk shopping centre is also enjoying strong footfall. The further development of the Point Precinct will positively impact on the park and there are early signs of renewed interest being shown by developers. The announcement of tax incentives for the area by the city should also assist in re-gaining momentum.

uShaka Marine World has always set out to enchant and entertain the public – both young and old, international and local. Durban can legitimately lay claim to having an aquarium complex which is up with the best in the world, and a water park of distinction. With off-peak promotions, a wide range of food and beverage offerings, functions and events, entertainment and shows, uShaka Marine World has continued to provide a unique and fun experience to all its guests. The new tag line launched at the commencement of this new financial year says it all - "UNLIMITED FUN"!

Refer to Organisational Scorecard attached.

uShaka MARINE WORLD

ORGANISATIONAL PERFORMANCE SCORECARD

FOR THE PERIOD ENDED
01st July 2010 to 30th June 2011

MUNICIPAL ENTITY SCORECARDS 10/11

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator	Baseline 09/10	Annual Targets	Target Dates	3 year target-2011/12	Means of Verification	Responsible Manager	Measures taken to improve performance	Quarterly target	Status as at end of June 2011
LOCAL ECONOMIC DEVELOPMENT	TECHNICAL SERVICES To improve the existing and/or build a new "World-Class" revenue centre that will increase the parks revenues	Build or improve a new revenue centre	Gambits Food and Beverage Outlet opened in December 2009	To construct or improve a revenue centre	30-Jun-11	Once off target - capital projects will change annually subject to board approval	Physical structure	Shawn Thompson	N/A	Annual Target	Completed - Built a Sundeck on Wahooz.
	Technical Services	Water quality	Very poor water quality for 5 days due to sand pumping. Water quality good for 360 days.	Water quality good on 100% of days	30-Jun-11	We anticipate sand pumping, dedging or storm damage to disrupt water supply for a maximum of 21 days during a 3 year cycle.	Physical evidence, water quality tests results	Curator LSS	Continual upgrades to Life Support Equipment. Regular assessments and improvements in monitoring of water quality. Ongoing liaison with outside agencies.	Annual Target	Water temperatures in Ship tank rose unacceptably high. Tank down for four days.
	Technical Services	Functional life support system components	100 pumps coated to date.	30 pumps coated, 40 venturi pumps overhauled	30-Jun-11	All venturi pumps coated, and serviced as per maintenance roster.	Physical evidence	Curator LSS	New system to manage pumps eliminating need for ongoing coating and overhauls	Annual Target	All pumps coated.
	Technical Services	Upgrade ozone and water intake systems to ensure long term viability	Ozone functional. Drawing 350m3/hr	Ozone system fully functional in all exhibits. Well points system extracting min 350m3 / hr.	30-Jun-11	We anticipate sand pumping, dedging or storm damage to disrupt water supply for a maximum of 21 days during a 3 year cycle.	Physical evidence	Curator LSS	Regular maintenance and continual upgrades. New control system installed.	Annual Target	Ozone and water intake systems operating optimally
	To improve the existing and/or build a new "World-Class" Marine exhibit in order to increase repeat visitation in the Sea World area	To improve the existing and/or build a new "World-Class" Marine exhibit in order to increase repeat visitation in the Sea World area	Touch pool expansion completed, Megalodon Jaw built and fitted. New sole tank, anglerfish tank, cold water invertebrate tank, and jellyfish tank.	To improve the existing and/or build a new "World-Class" Marine exhibit in order to increase repeat visitation in the Sea World area	30-Jun-11	Once off target - capital projects will change annually subject to board approval	Physical structure	Mark Penning	Projects identified and submitted for approval.	Annual Target	Treasure Chest exhibit completed., and opened to the public.
	PROCUREMENT To procure goods and services from historically disadvantaged businesses as per our preferential procurement targets	Actual procurement statistics	Achieved 73%	To procure 60% of all goods & services from historically disadvantaged businesses	30-Jun-11	To procure 60% of all goods & services from historically disadvantaged businesses	Monthly stats	Prakash van den Berg	N/A	60%	Achieved 75% for the period ending June 2011
	VILLAGE WALK To maximise occupancy percentage of all lettable space	Actual occupancy of lettable space against available	Achieved Occupancy at 98.11%	To achieve 95% of occupancy of lettable space in the Village Walk	30-Jun-11	To achieve 95% of occupancy of lettable space in the Village Walk	Will be included in the quarterly financial report	Greg Jacobson	N/A	95%	Year end occupancy:95.3%.Average occupancy over 12 months: 96.4%

MUNICIPAL ENTITY SCORECARDS 10/11

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator	Baseline 09/10	Annual Targets	Target Dates	3 year target-2011/12	Means of Verification	Responsible Manager	Measures taken to improve performance	Quarterly target	Status as at end of June 2011
GOVERNANCE AND PUBLIC PARTICIPATION	ENTERTAINMENT To provide a "World-Class" entertainment to guests which is line with the theme of the park	Conduct a 1% survey of guests Per annum to have a 75% satisfaction index of the overall park experience	Surveyed 1.6% of footfall.	To survey 1% of our guest per annum and to have a satisfaction index of 75% of "overall park experience" from the surveyed guests	30-Jun-11	To survey 1% of our guest per annum and to have a satisfaction index of 75% of "overall park experience" from the surveyed guests	Survey reports	Grant Adams	N/A	To survey 1% of our guest per annum and to have a satisfaction index of 75% of "overall park experience" from the surveyed guests	Surveyed 15,314 guests which is 1.81% of footfall. The "overall park experience" satisfaction rating of 92% was achieved.
	Unqualified audit report	Unqualified Audit Report	Can only be assessed on completion of audit	Unqualified Audit Report	30-Jun-11	Unqualified Audit Report	Audit report	Prakash van den Berg	N/A	Annual Target	Unqualified audit report
	Compliance with MFMA reporting requirements as per the MFMA entity chapter	Compliance with MFMA reporting requirements as per the MFMA entity chapter	Achieved	Compliance with MFMA reporting requirements as per the MFMA entity chapter	30-Jun-11	Compliance with MFMA reporting requirements as per the MFMA entity chapter	Audit report	Prakash van den Berg	N/A	Quarterly and monthly reports submitted timeously	Achieved
TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	HUMAN RESOURCES To ensure that the workforce reflects the demographics of the region at all employment levels	Compilation of effective Employment Equity plans and reports	All targets except handicapped achieved	See Annexure A	30-Jun-11	See Annexure A	Audit report	Glenda van Wyk	All efforts to source handicapped staff are being explored	Annual Target	All targets except handicapped achieved - See Annexure A
	To retain critical technical skills, required for long-term sustainability of the park and minimise skills exodus	Retention of key technical personnel Development and implementation of an effective skill retention strategy	Retained 93%	To achieve 80% retention at senior and middle management levels	30-Jun-11	To achieve 80% retention at senior and middle management levels	Audit report	Glenda van Wyk	N/A	Annual Target	See Annexure A - Retained 95%
	Staff Training - To ensure that Sea World improves the skills and capacity of staff at all levels	Record of training undertaken	25 training sessions completed	Run a minimum of 20 training sessions per department	30-Jun-11	Minimum of 60 training sessions per department in a 3 year cycle	Records	Curators	Staff training needs assessed and interventions identified.	Annual Target	20 training sessions run per SAAMBR division to date
	To retain critical technical skills, required for long-term sustainability of the park and minimise skills exodus	Retention of key technical personnel Development and implementation of an effective skill retention strategy	100% retention	To achieve 80% retention at senior and middle management levels	30-Jun-11	To achieve 80% retention at senior and middle management levels	Reports	Sea World Director	Ongoing senior staff training and motivation.	Annual Target	100% retention at senior and management levels
	Staff Training - to ensure that Sea World staff interact with experts in the field of animal husbandry and training.	Record of conferences attended	5 staff attended 4 overseas conferences and 8 attended four local conferences	Ensure that 4 staff members attend national or international conferences	30-Jun-11	Minimum of 12 members of staff attending national or international conferences / meetings	Records	Curators	Focus on conference attendance ongoing.	Annual Target	10 staff attended 5 international conferences, and 2 attended 1 national

MUNICIPAL ENTITY SCORECARDS 10/11

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator	Baseline 09/10	Annual Targets	Target Dates	3 year target-2011/12	Means of Verification	Responsible Manager	Measures taken to improve performance	Quarterly target	Status as at end of June 2011
	MARKETING Promotions To compile and implement a comprehensive marketing and promotions strategy that will ensure the achievement of annual budgeted footfalls and revenues	Achievement of budgeted footfalls	Achieved 112% of budgeted footfalls	Achievement of budgeted footfalls	30-Jun-11	Achievement of budgeted footfalls	Financial report	Grant Adams	N/A	Achievement of budgeted footfalls	Achieved 110% of budgeted footfalls
		Achievement of budgeted revenues	Achieved 100% of budgeted revenues	Achievement of budgeted revenues	30-Jun-11	Achievement of budgeted revenues	Financial report	Grant Adams	See Note A	Achievement of budgeted revenues for the quarter	Achieved 99% of budgeted revenues
	Events To introduce and implement "World-Class" events that will attract guests, especially after normal park operating hours	4 Night Dolphin events and 4 other events	Night dolphin shows: - Chris Chameleon band (Sept), Halloween (Oct), Dolphins by Starlight (Dec) Events held :-Secretaries Day (Sept), SpongeBob Kids Event (Oct), Zulu Dance Champs (Nov), Urban Rage Mountain Bike Challenge (Dec), Dolphin Dash (Dec), Bling and Ice Car Show (Dec). Barney kids character (April) and Mr and Miss Ushaka Finals (April)	Implementation of a minimum of 2 special night Dolphin shows. Implementation of a minimum of 5 other events within SW, WW and VW areas of the park	30-Jun-11	Implementation of a minimum of 2 special night Dolphin shows. Implementation of a minimum of 5 other events within SW, WW and VW areas of the park	Financial report	Grant Adams	N/A	Annual Target	Five night dolphin shows were achieved - Halloween, Dolphins by Starlight and Drakensburg Boys Choir, Mr and Miss uShaka and an Easter Dolphin show. 9 Events;. Body Art, Secretaries Day, Zulu Dance Champs, Urban Rage Cycle Challenge, Marley festival, FNB Dolphin Dash, ECR Big Walk, ECR Mini Big Walk and Halloween under 18.

MUNICIPAL ENTITY SCORECARDS 10/11

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator	Baseline 09/10	Annual Targets	Target Dates	3 year target- 2011/12	Means of Verification	Responsible Manager	Measures taken to improve performance	Quarterly target	Status as at end of June 2011
FINANCIAL VIABILITY AND MANAGEMENT	Sales To compile and implement an effective corporate sales strategy that will ensure improvement of revenues generated by the value-add products within the park	6% Business growth in Bulk tickets sales	Bulk ticket revenue achieved 133% of budget and	To achieve 6 % growth from previous year in all areas targeted	30-Jun-11	To achieve 6 % growth from previous year in all areas targeted	Financial report	Grant Adams	N/A	Annual Target	Bulk ticket revenue achieved 70% increase compared to prior year
		6% Business growth in birthdays	Birthdays achieved 79%	To achieve 6 % growth from previous year in all areas targeted	30-Jun-11	To achieve 6 % growth from previous year in all areas targeted	Financial report	Shawn Thompson	N/A	Annual Target	Birthdays achieved 20% increase compared to prior year.
	REVENUES To achieve budgeted revenues in the following areas that are key drivers of the business: Food & Beverage, Merchandising, and Rental Income	Achieved budgeted revenues for Food & Beverage Income	Achieved 79% of food and beverage budget.	To achieve 100% of budgeted revenues for Food & Beverage Income	30-Jun-11	To achieve 100% of budgeted revenues for Food & Beverage Income	Financial report	Shawn Thompson	See Note B	To achieve 100% of budgeted revenues for Food & Beverage Income for this quarter	Achieved 91% of food and beverage budget.
		Achieved budgeted revenues for Merchandising, Income	Achieved 85% of merchandising budget	To achieve 100% of budgeted revenues for Merchandising Income	30-Jun-11	To achieve 100% of budgeted revenues for Merchandising Income	Financial report	Greg Jacobson	N/A	To achieve 100% of budgeted revenues for Merchandising Income for this quarter	Achieved 102% of merchandising budget
		Achieved budgeted revenues for Rental Income	Achieved 103% of budgeted revenues for Rental Income	To achieve 100% of budgeted revenues for Rental Income	30-Jun-11	To achieve 100% of budgeted revenues for Rental Income	Financial report	Greg Jacobson	N/A	To achieve 100% of budgeted revenues for Rental Income for this quarter	Achieved 107% of budgeted revenues for Rental Income
	COST OF SALES To maintain and/or reduce cost of sales at predetermined levels in the following areas: Food, Beverage, and Merchandising	To achieve 42% Food cost.	Achieved 41% of food cost	To achieve 42% Food cost.	30-Jun-11	To achieve 42% Food cost.	Financial report	Shawn Thompson	N/A	Annual Target	Achieved 39% of food cost
		To achieve 40% beverage cost.	Achieved 36% of beverage cost	To achieve 40% beverage cost.	30-Jun-11	To achieve 40% beverage cost.	Financial report	Shawn Thompson	N/A	Annual Target	Achieved 37% of beverage cost
		To achieve 54% merchandise cost of sales	Achieved 53% of merchandising cost	To achieve 54% merchandise cost of sales	30-Jun-11	To achieve 54% merchandise cost of sales	Financial report	Greg Jacobson	N/A	Annual Target	Achieved 49% of merchandising cost
	Aquarium - Large Exhibits	Exhibits optimally stocked and open 330 days per year	All optimally stocked for 365 days	To ensure that all large exhibits are optimally stocked and open 330 days per year	30-Jun-11	To ensure that all large exhibits are optimally stocked and open 330 days per year	Physical evidence	Curator Aquarium	Ongoing animal health management and exhibit maintenance	Annual Target	Ship tank was down for 4 days. All the others were 100%
	Aquarium - Small Exhibits	Exhibits optimally stocked and open 330 days per year	All open and optimally stocked for 365 days	To ensure that 30 small exhibits are optimally stocked and open 330 days per year	30-Jun-11	To ensure that 30 small exhibits are optimally stocked and open 330 days per year	Physical evidence	Curator Aquarium	Ongoing animal health management and exhibit maintenance	Annual Target	All tanks 100%

MUNICIPAL ENTITY SCORECARDS 10/11

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator	Baseline 09/10	Annual Targets	Target Dates	3 year target-2011/12	Means of Verification	Responsible Manager	Measures taken to improve performance	Quarterly target	Status as at end of June 2011
	New Exhibits	Develop new exhibits	New Dangerous Creatures exhibit opened on 5 December 2009, Treasure Chest exhibit opened in June 2010	To develop at least one new exhibit each year	30-Jun-11	To develop at least one new exhibit each year	Physical evidence	Mammal Curator	Planning and design of new exhibits ongoing	Annual Target	Vacuum tank and horseshoe crab display developed in the Treasure Chest
	Dolphins Shows	To present exciting and educational presentations	908 shows and 38 special evening shows presented, plus 184 Meet A Dolphin sessions. Target met.	To deliver two presentations per day to guests on 330 days per year	30-Jun-11	To deliver two presentations per day to guests on 330 days per year	Physical evidence	Mammal Curator	Ongoing staff and animal training and show development	Annual Target	929 shows presented .
	Penguin presentations	To exhibit healthy birds in an educational and entertaining manner	Pool down for 28 days for renovations. 2 feeds per day presented on 337 days.	To do two penguin feed presentations per day, 330 days per year	30-Jun-11	To do two penguin feed presentations per day, 330 days per year	Physical evidence	Mammal Curator	Ongoing staff and animal training and show development	Annual Target	1 095 shows presented .
	Seals presentation	To present exciting and educational presentations	555 pantomimes and 417 training sessions presented, plus 175 seal interactive. Target met.	To present 2 seal shows every day, 330 days per year	30-Jun-11	To present 2 seal shows every day, 330 days per year	Physical evidence	Mammal Curator	Ongoing staff and animal training and show development	Annual Target	826 shows presented .
FINANCIAL VIABILITY AND MANAGEMENT	Stimulating teacher and learner awareness of marine careers	Marine Career Teachers workshops	5 completed	To hold 6 workshops	30-Jun-11	To hold 6 workshops	SAAMBR Annual Report	Director: Education	See Note C	Annual Target	5 - funding for National Science Week cut by SAASTA
	Stimulating teacher and learner awareness of marine careers	Marine Career courses	9 completed	To hold 2 courses	30-Jun-11	To hold 2 courses	SAAMBR Annual Report	Director: Education	National Science Week focus	Annual Target	20 courses presented
	Stimulating new staff Awareness of the Marine Environment through education;	Basic marine ecology course	15 completed	To hold 9 courses	30-Jun-11	To hold 9 courses	SAAMBR Annual Report	Director: Education	Marketing opportunities assessed.	Annual Target	15 courses presented
	Stimulating new staff Awareness of the Marine Environment through education;	Nature Site Guide Level 2 - marine training	2 completed	2	30-Jun-11	2	SAAMBR Annual Report	Director: Education	Training in progress	Annual Target	2 completed
	Stimulating Community Awareness of the Marine Environment through education	Package site visits for SW Schools	96 917 learners hosted	101 610 learners	30-Jun-11	101 610 learners	SAAMBR Annual Report	Director: Education	See Note D	Annual Target	92 639
	DEBTORS MANAGEMENT To ensure that all function debtors are collected timeously	Actual function debtors days against targeted debtors days	Function debtors are within 30 days. Target met	To ensure that all function debtors are collected within 30 days	30-Jun-11	To ensure that all function debtors are collected within 30 days	Financial report	Prakash van den Berg and Gary Clayton	See Note E	To ensure that all function debtors are collected within 30 days	76% of debtors are within current terms of 30 days.

MUNICIPAL ENTITY SCORECARDS 10/11

National Key Performance Area	Strategic Focus Area (Objective)	Key Performance Indicator	Baseline 09/10	Annual Targets	Target Dates	3 year target-2011/12	Means of Verification	Responsible Manager	Measures taken to improve performance	Quarterly target	Status as at end of June 2011
	NOTES										
A	Ticketing revenue fell short of the target by 1% however performed at an increase of 6% compared to the prior year.										
B	Food and beverage revenue fell short of the target by 9% however performed at an increase of 20% compared to the prior year.										
C	Target was short by 1 workshop. Marine Career Teachers workshops: The South African Agency for Science and Technology Advancement (SAASTA) provided funding for teachers workshops during Science Week, but reviewed their priorities and cut the final workshop out of the programme.										
D	Target short by 8,971 learners. Package site visits for SW Schools: The FIFA World Cup resulted in longer school holidays and fewer school outings as South Africans anticipated a large influx of foreign visitors. Shortly thereafter, a protracted teachers' strike caused a significant drop in bookings, and led to further cancellations attributed to the school recovery programme from August to November.										
E	76% of the debtors balance is current and within 30 days (R171k), which leaves 24% out the range (R55k). From the debtors within the 30 day range it must be noted that 88% of this balance is due from the parent municipality and other debtors of 11% have paid. Of the 24% out the range, 2% have subsequently paid, leaving one debtor representing 22% outstanding. Payment is expected by end of October 2011.										

Annexure A - 2011

HFM Proposed Workforce Profile for the financial year ending June 2011

Proposed Targets for 2010-2011

Proposed Designated Group ("DG") Staff Profile

Staff Category	Total	% Staff	Proposed Designated Group % Target	Proposed Designated Group % Actual	Proposed Designated Group % Var	Total Designated Group Work Force Proposed	Total Designated Group Work Force Actual	Total Designated Group Work Force Var	Notes
TM	5	1.1%	43%	40%	-3%	3	2	-1	
SM	11	2.5%	67%	55%	-12%	9	6	-3	
MM	22	5.0%	95%	86%	-9%	15	19	4	
T/P	83	18.7%	93%	95%	2%	86	79	-7	
SS	214	48.2%	97%	99%	2%	212	211	-1	
WF	109	24.5%	100%	100%	0%	100	109	9	
Total:	444	100.0%				425	426		

Proposed Female Staff

Staff Category	Total	% Staff	Proposed Female % Target	Proposed Female % Actual	Proposed Female % Var	Proposed Female Staff: Proposed Female Staff	Proposed Female Staff: Actual	Proposed Female Staff: Var	Notes
TM	5	1.1%	43%	40%	-3%	2	2	0	
SM	11	2.5%	33%	18%	-15%	4	2	-2	
MM	22	5.0%	24%	32%	8%	5	7	2	
T/P	83	18.7%	34%	18%	-16%	29	15	-14	
SS	214	48.2%	61%	55%	-6%	131	118	-13	
WF	109	24.5%	22%	49%	27%	24	53	29	
Total:	444	100.0%				194	197	3	

Proposed Handicapped Staff

Staff Category	Total	% Staff	Proposed Handicapped Target	Proposed Handicapped Actual	Proposed Handicapped Var	
TM	5	1.1%	0	0	0	
SM	11	2.5%	0	0	0	
MM	22	5.0%	0	0	0	
T/P	83	18.7%	0	0	0	
SS	214	48.2%	3	1	2	A
WF	109	24.5%	3	0	3	A
Total:	444	100.0%	6	1	5	

Staff retention statistics

Staff Category	Total HC	Target	Termination Actual	retention	
TM	5	80%	1	4	80%
SM	11	80%	2	9	82%
MM	22	80%	4	18	82%
Total:	38		7	31	82%

NOTES

A Targets to be discussed with the remuneration committee as all efforts over the last two years have failed in recruiting these candidates